President’s Report to Board of Regents

Strategic Planning Session

Tedd L. Mitchell, M.D.
Texas Tech University Health Sciences Center

March 2015

www.YourLifeOurPurpose.com
The team that makes it happen everyday...

- Mr. Elmo Cavin
- Dr. Rial Rolfe
- Dr. Billy Philips
- Dr. Michael Conn
- Dr. Chip Shaw
- Ms. Kendra Burris
- Ms. Mary Croyle
- Ms. Sonya Castro
- Mr. Ryan Henry
- Dr. Cynthia Jumper
- Dr. Kim Peck
- Dr. Steve Berk
- Dr. Michael Evans
- Dr. Robin Satterwhite
- Dr. Brandt Schneider
- Dr. Quentin Smith
1969 - School of Medicine created by the 61st Texas Legislature

Original campuses - Lubbock, Amarillo and El Paso

Mission - Educate doctors for West Texas!

1979 - Became TTUHSC, establishing Schools of Nursing, Allied Health Sciences and Graduate School of Biomedical Sciences

1993 - Legislature authorized School of Pharmacy

2011 – 82nd Legislature cut TTUHSC budget by $30 million due to recession

TTUHSC remained committed to mission of education, research, service

TTUHSC continued plans for launch of TTUHSC – EP

2013 – TTUHSC at El Paso established by 83rd Legislature
2014 - TTUHSC graduates more health care professionals than any university in Texas (1,758)

2014 - Enrollment reaches record level

Research efforts becoming more strategic (focusing on areas of natural strengths)

Research efforts becoming more expansive (including more faculty, residents and students)

2015 – TTUHSC much more than a simple health education institution on the south plains of Texas

TTUHSC is academically strong, financially sound and optimistic about its future

School of Medicine*

- Top 5% for doctors practicing in state
- Top 20% for doctors practicing in rural areas
- Top 25% for doctors choosing primary care specialties
- Nationally recognized FMAT program

*2014 Association of American Medical Colleges data

Dr. Steve Berk
Average Debt Upon Graduation:
Medical School – 2014*

TTUHSC student debt
43% lower than national average!

*Association of American Medical Colleges - 2014
School of Nursing

- Largest HSC School
- National recognition for Distance Education/Online programs (RN-BSN, 2nd Degree)
- First nursing program in Texas to offer Informatics degree (to train nurses of future)

Dr. Michael Evans

Enrollment: School of Nursing (Fall 2010 - 2014)
Average Debt Upon Graduation: Nursing School – 2014*

* Nursing Economics: Sept-Oct 2014 edition

TTUHSC student debt $14,654
½ that of the national average!

School of Allied Health Sciences

- Most diverse number of programs in HSC
- Excellence in first time pass rates on national certification examinations
- Nationally recognized for Distance Education programs

Dr. Robin Satterwhite
Graduate School of Biomedical Sciences

- Fastest growing school in HSC
- New programs in Biotechnology and Public Health
- Working with TTU to bring synergies to science endeavors at both universities

Dr. Brandt Schneider
Average Debt Upon Graduation: GSBS – 2014*

TTUHSC student debt 15% that of the national average!

$8,326

$57,600

TTUHSC

U.S.

*US News and World Report: March 2014
School of Pharmacy

- Leads nation in clinical hour requirements
- Top 20% in nation in Research awards for scientists
- Invested in community service and interprofessional programs

Dr. Quentin Smith

Enrollment: School of Pharmacy (Fall 2010 - 2014)
TTUHSC Total Enrollment Fall 2010 - 2014

New enrollment record without TTUHSC at El Paso

TTUHSC Finance and Administration: By the Numbers

- HSC budget is mixture of local and state funding, allowing for flexibility in response to unforeseen factors
- HSC carries no debt (other than TRB debt backed by the state)
- HSC works to maintain low administrative overhead (as percentage of budget)

Mr. Elmo Cavin
TTUHSC Institutional Advancement

- Highly engaged in communities where HSC has a presence

- Developing HSC Alumni Association

- Developing HSC program for engagement of “non-traditional” supporters (patients, non-TTU community partners)

Ms. Kendra Burris

Annual Fundraising

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<td>FY 2015 - Sep to Jan</td>
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Lubbock - $13,99,584
El Paso - $6,012,021
Face-to-Face Donor Visits
Five-Year History

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<td>FY11</td>
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* FY 2013 Down 3 Development Officers

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TTUHSC Research

- Well trained administrative staff to assist faculty as HSC research efforts increase
- Well equipped vivaria with state-of-the-art animal housing at all campuses
- Significant HSC investment in Core facility and equipment
- Significant HSC investment in support of clinical research efforts

Dr. Michael Conn’s Motorcycle
Research Expenditures include all expenses related to research that are paid from any source, including both internal and external sources.

TTUHSC Research Expenditures

TTUHSC CPRIT Grant Awards by Fiscal Year
FY 2010 to FY 2015

*Moratorium placed on awards
TTUHSC Student Research Week Participation AY 2011 to AY 2014

Publications Per Faculty Per Year
TTUHSC Rural Health

- Engaged with HSC Schools in supporting academic missions
- Engaged in independent research efforts focused on rural health matters
- Serves West Texas by providing health care providers support in meeting federal and state guidelines for reimbursement
- Serves West Texas by providing educational opportunities designed to introduce students to health care professions

Dr. Billy Philips

F. Marie Hall Institute for Rural and Community Health
Growth FY 2009–2014

Total Revenue Earned

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<td>2013</td>
<td>$20,105,956</td>
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<tr>
<td>2014</td>
<td>$20,801,995</td>
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Staff Growth

- 2009: 16
- 2014: 49
TTUHSC Global Health

• Working to ensure an academically sound, personally safe and culturally enriching experience for HSC students from all schools

Michelle Ensminger and Kristin Mauldin
TTUHSC Academic Affairs

- Overseeing process of accreditation separation with TTUHSC at El Paso
- Working to ensure student satisfaction and success through constant quality improvement planning
- Working with other state academic systems to avoid redundant efforts and expenses for student success

Dr. Rial Rolfe

TTUHSC El Paso Accreditation Timeline

![Accreditation Timeline Diagram]

**Complete separation of TTUHSC at El Paso by 2020**
TTUHSC Governmental Relations

- Working to improve veterans’ care by acquiring new VA Clinic at HSC location
- Working to improve HSC visibility at local, state and federal levels through coordination with TTUS

Mr. Ryan Henry

Partnership for Improvement of Veterans’ Health Care on the South Plains

2010 - Committee formed to support a new VA Clinic at TTUHSC.

August 2011 - TTUS Board of Regents authorized resolution supporting the new VA Clinic on the TTUHSC Lubbock Campus.

January 6, 2013 - Gen. Walt Huffman discusses VA clinic initiative with VA Secretary Eric Shinseki.

August 29, 2013 - House Chairman of VA, Congressman Jeff Miller and Congressman Randy Neugebauer tour TTUHSC campus in Lubbock to see proposed site.

January 14, 2015 - VA Health Care System notifies TTUHSC that VA wants to pursue (“pre-select”) the site for the new clinic on the TTUHSC campus.

Current status – Waiting to hear from VA for their site visit and to finalize long-term ground lease. Then will put out RFP for a contractor to finance and build the clinic. VA will lease the clinic for a 20 year term.
TTUHSC Office of Diversity

• Working in conjunction with HR, Student Services and PEC to re-develop diversity mission statement and comprehensive strategic plan for HSC

Diversity Statement

Texas Tech University Health Sciences Center
Our core value of including the diverse cultures, lifestyles, personal beliefs and ideas of all those we serve – and serve alongside – provides a positive impact on the health of our regional, national, and global societies. As we pursue excellence in health care education, research, and patient care, we will be ever mindful of the strength that is gained through unity in diversity.
TTUHSC Health Policy

- Working to insure that HSC strategic planning remains relevant to changing health care needs of nation
- Monitoring status of inmate care through HSC contract with Texas Department of Criminal Justice to provide quality health care at reasonable rates
- Coordinating with HSC governmental relations to provide opportunities for better exposure of TTUHSC faculty to state and federal entities

Dr. Cynthia Jumper

TTUHSC Communications and Marketing

- Evolving into an in-house, sophisticated ad agency; moving away from the old “news and publication” model of the past

Ms. Mary Croyle
TTUHSC Communications and Marketing

- Evolving into an in-house, sophisticated ad agency; moving away from the old "news and publication" model of the past
- TTUHSC C&M recipient of recent awards at local, state and national level for projects such as "Mommy Meds" and the "Your Life, Our Purpose" (YLOP) campaign
- VLOP awards from the Ad Federation include 3 Gold Addys, 3 Silvers and Best of Show
- MommyMeds app launch - skyrocketed to #1 on iTunes!
- National coverage in Parent Magazine and upcoming feature in American Baby

TTUHSC Communications and Marketing

- Evolving into an in-house, sophisticated ad agency; moving away from the old "news and publication" model of the past
- Has received recent awards at local, state and national level for projects such as "Mommy Meds" and the "Your Life, Our Purpose" (YLOP) campaign
- "Your Life, Our Purpose (YLOP)" launched as joint effort with Institutional Advancement in September 2014
- VLOP brand development and awareness campaign provides strong foundational messaging to differentiate TTUHSC and Texas Tech Physicians (TTP)
- TTP marketing strategy restructured to emphasize relationships with partnering hospitals (Covenant and UMC), increase community awareness and leverage brand
Board of Regents
Strategic Planning

Tedd Mitchell, MD
President, TTUHSC
March 2015

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)
- Accreditation issues (HSC-EP, SACS-COC, AAHRPP)
- Multi-campus university challenges
- Information Technology challenges
Discussion Items for Strategic Planning

• Capital facility (infrastructure) needs
  • Original building now 40+ years old
  • Increasing percentage of HEAF funds now required for deferred maintenance
  • HSC footprint (Lubbock) has increased from Drane Hall on TTU campus to 1,345,106 sq.ft. in 2014
  • Current gross square footage, student enrollment, staff and faculty FTE’s now placing burden on “support” infrastructure (electrical, heating/cooling, water, sewage, etc.)
  • Strategic planning necessary to accommodate both current needs (i.e. accreditation) as well as future growth

Capital Facility Needs

• Lubbock Education, Research and Technology Expansion ($83.7 million TRB)
• Permian Basin Academic Facility ($19.8 million TRB)
• Amarillo Panhandle Clinical/Hospital Simulation Center ($9.75 million TRB)
• Lubbock Childcare Facility (in conjunction with TTU)
• Preston Smith Library Renovation
• Lubbock Infrastructure (CHAPC, electrical, water, sewage, etc.)
• Dallas Forest Park (School of Pharmacy) building
• Student Housing Solutions
• Recreation Center
Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Current formula funding significantly lower than in 2000-2001 biennium
- TTUS recommendation to 83rd Texas Legislature is to follow the Formula Advisory Committee's proposal to increase funding back to 2000-2001 levels over two to three biennia
- There will eventually be a discussion about formula funding for general academic institutions vs. health related institutions due to recent realignments of schools in UT and TAMU systems

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- TTUHSC currently has 411 graduate slots between all campuses (excluding El Paso)
- Majority of funding for GME slots is provided by partnering hospitals
- Partnering hospitals' missions and TTUHSC's mission do not completely overlap, leading to discordance in number and types of residency slots funded
- GME funding in its current form is therefore a vulnerability for TTUHSC
Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)

- Ability to provide scholarships is critical in order to compete with other HRI’s
- Current scholarship endowments are anemic, making it necessary to cannibalize available discretionary funds to attract “blue-chip” students
- HSC has no structured mechanism by which to engage its base (alumni, patients, community members)
Only 18% are TTU graduates

TTUHSC ALUMNI BY SCHOOL
(Cumulative 1974 - 2014)

Discussion Items for Strategic Planning

• Capital facility (infrastructure) needs
• Formula funding appropriations from state
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• Ability to provide scholarships is critical in order to compete with other HRI's
• Current scholarship endowments are anemic, making it necessary to cannibalize available discretionary funds to attract "blue-chip" students
• HSC has no structured mechanism by which to engage its base (alumni, patients, community members)
• 18% of HSC alumni are TTU graduates
• HSC campus in Lubbock confused with TTU
• HSC campuses outside of Lubbock are not "Texas Tech" communities
Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities) – Staff and Faculty
- Market competition for many HSC positions is Texas and beyond, not simply West Texas
- Wages must be therefore be competitive with TTU, TTUS, Dallas, Houston, Austin to get people interested
- HSC currently undergoing a position/salary analysis as part of strategic planning
- Non-salary fringes and amenities are more necessary today in order to attract the most competitive students, staff and faculty
- “Cost of doing business” has gone up if HSC chooses to compete with UT, TAMU, other peer institutions (childcare, recreational facilities, library facilities, housing, etc.)

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities) – Students and Residents
- Strengthen student services and supports. Growth in our student body has come with need for growth in support services. This is important in developing a sense of place and belonging at TTUHSC. By fostering strong relationships with our students we hope to make their transition to successful alumni a reality.
# Texas Tech University Health Sciences Center
## Student Support Services and Resources by Campus

<table>
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<th>LOCATION</th>
<th>Library</th>
<th>Student Services Office</th>
<th>Recreation Center Access</th>
<th>Accommodation</th>
<th>Simulation Center</th>
<th>Classroom Technology Support</th>
<th>IT Solution Center</th>
<th>Residetory</th>
<th>Parking</th>
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- Accreditation issues (HSC-EP, SACS-COC)
TTUHSC El Paso Accreditation Timeline

ACCREDITATION TIMELINES

- TTUHSC El Paso SAQ/COC Accreditation
  - Submission of application for separate accreditation: January 2014
  - December 2014 - June 2015
- P.U.C.E. Accreditation
  - Full site visit: August 2016
- JOHNSON SCM Accreditation
  - Spring 2015 - September 2015
- GIWS Independence
  - January 2017 - August 2018
  - Transitions to new leadership and accreditation

NOW

Complete Separation of TTUHSC El Paso and TTUHSC Based on Accreditation

AAHRPP accredits high-quality human research protection programs in order to promote excellent, ethically sound research. Through partnerships with research organizations, researchers, sponsors, and the public, AAHRPP encourages effective, efficient, and innovative systems of protection for human research participants.

The Path to Accreditation

- Compiled documents to complete STEP 1: 10/10/2014
- Received review with suggestions for changes: 12/2/2014
- Completed revision and received "clearance" to move forward: 1/9/2015
- Submitted STEP 2 materials: 1/31/2015
- Likely site visit: 1/10/2015
- Expected accreditation: 12/31/2015

Discussion Items for Strategic Planning

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- Accreditation issues (HSC-EP, SACS-COC)
- Multi-campus university challenges

- Administrative redundancy necessary, increasing overhead
- Community partners’ interests are often more focused on their city’s needs than TTUHSC’s needs
- TTUHSC employees tend to develop the perspective of the communities where they live ("us vs. Lubbock")
- Ability to sustain strategically important growth therefore requires procedure and protocol
- HSC developing operational policies regarding handling of new program proposals

Information Technology challenges

Information Technology Summit. A meeting dedicated solely to tackling IT issues will be undertaken with the expectations of developing a plan for a more holistic approach to Information Technology. As an outcome of this summit, we expect to have different perspectives on IT reconciled and address obstacles to creating a more robust IT system for TTUHSC.